

27 July 1979

MEMORANDUM FOR : Mr. Richard Lehman  
National Intelligence Officer for Warning

FROM :   
Office of the Inspector General

SUBJECT : Comments

REFERENCE : Your 24 July memo on Emergency and Wartime  
Arrangements

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1. I believe that the concept "National Command Authority" is a more limited one than is generally understood in this Agency. As I understand it, the term "NCA" is one that formally describes the hierarchy of officials (Commander-in-Chief, Secretary of Defense, and Unified and Specified Commanders) that have the legal authority to direct the employment of U.S. military forces. While this establishes the linear flow of operational information, options for military actions, and military command decisions; it does not preclude the DCI from performing his statutory role as intelligence advisor to the President and the NSC--a role unchanged in wartime. The emphasis should be on how to improve the DCI's abilities to carry out the above responsibilities, coordinate and manage Community activities, and run the Agency under all conditions; not on whether he has such a role.

2. My second point is that the management structure you propose in paragraph 5 should be lodged at the DCI/DDCI level to put momentum into the planning process and to coordinate the various Agency and Community elements involved. Our historic approval of placing such responsibilities in one of the Directorates never worked very well.

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